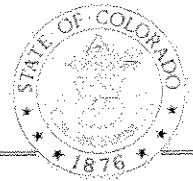


# State of Colorado



Bill Ritter, Jr.  
Governor

Rich Gonzales  
Executive Director

David M. Kaye  
Division Director

## DPA

Department of Personnel  
& Administration

Division of Human Resources  
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[www.colorado.gov/dpa](http://www.colorado.gov/dpa)

DATE: June 26, 2008

TO: Appointing Authorities through HR Directors  
American Federation of State, County, Municipal Employees  
Colorado Association of Public Employees  
Colorado Public Employees Alliance  
Association of Colorado State Patrol Professionals  
Teamsters 435

FROM: David M. Kaye, Division Director

CC: Rich Gonzales, Executive Director

SUBJECT: Implementation of System Changes, JEL 08-06, Dental Care

The system changes indicated on the accompanying chart are approved for implementation. The effective date for each change is indicated on the attached "Summary of System Changes" chart. If the changes involve class descriptions and/or class placements, they are also included. Please provide this information to appointing authorities, directly affected employees, and any others in your agency who may need this information. Information is also available on the DPA/DHR Web site at: <http://www.colorado.gov/dpa/dhr>.

If you have any questions, please contact DHR Compensation Unit staff at 303-866-2455.

# SUMMARY OF SYSTEM CHANGES

JE Letter #: 08-06  
Date of Letter: 6/26/08

## Total Compensation Systems

\* P = proposed; F = final (only F is to be entered into CPPS and ADS)

P or F*	CD Changes			Current Class		New Class		Occ Grp		Grade		Pay Diff.		Effective Date
	New	Rev	Abol	Code	Title (limit 25 characters)	Code	Title (limit 25 characters)	From	To	From	To	From	To	
Pay Grade Change Only														
F		X		C6Q1TX	Dental Care I	C6Q1TX	Dental Care I	HCS	nc	C20	C23	1	nc	7/1/09
F		X		C6Q2XX	Dental Care II	C6Q2XX	Dental Care II	HCS	nc	C26	C29	1	nc	7/1/09
F		X		C6Q3XX	Dental Care III	C6Q3XX	Dental Care III	HCS	nc	C36	C39	1	nc	7/1/09
F		X		C6Q4XX	Dental Care IV	C6Q4XX	Dental Care IV	HCS	nc	C40	C47	1	nc	7/1/09
F		X		C6Q5XX	Dental Care V	C6Q5XX	Dental Care V	HCS	nc	C46	C53	0	nc	7/1/09

ISSUING AUTHORITY: Colorado Department of Personnel and Administration Rev. 01/2002. # is designation for a salary lid class.



# **SYSTEM MAINTENANCE STUDY**

## **NARRATIVE REPORT -- FINAL CHANGES**

### **Dental Care**

#### **Class Code C6Q1TX through C6Q5XX**

#### **Conducted Fiscal Year 2007-2008**

### **BACKGROUND AND PURPOSE OF STUDY**

This system-wide study is part of the Department of Personnel and Administration's (hereafter "the department") statutory responsibility, C.R.S. 24-50-104(1)(b), for maintaining and revising the system of classes covering all positions in the state personnel system. Such maintenance may include the assignment of appropriate pay grades that reflect prevailing wage as mandated by C.R.S. 24-50-104(1)(a). The state personnel director has delegated authority for system studies to the Division of Human Resources (hereafter "the division").

At the request of the Department of Human Services (DHS) and Colorado State University (CSU), this study was initiated to examine the appropriate pay grade assignment for classes within the Dental Care class series. Both DHS and CSU reported salary issues (pay range maximum thought to be too low) resulting in long-term use of non-base building temporary pay differentials in order to retain valuable and critical staff. As this class series lacks benchmark matches through regularly published third-party market surveys used in the annual compensation survey and negative salary issues reported by DHS and CSU matched general market indicators and economic trends for the Dental Hygienist occupation, the division agreed to initiate a system maintenance study.

## **METHODOLOGY**

Based on the identified need for a study, the division convened a study team. Criteria for selecting study team members included departments having positions in the occupations being studied; being well-versed in the job evaluation system's principles, structure, and factors; having the ability to think conceptually and creatively; possessing the ability to devote the necessary time and effort required; and being able to take an active role in explaining the study and its outcomes.

In keeping with the normal process for conducting system maintenance studies (as documented in the "Technical Assistance – System Maintenance Study Process" established by the division and published on the DPA/DHR Web site), the division assembled a study team composed of representatives from the departments of Human Services and Corrections, the University of Colorado at Denver, and Colorado State University (departments and higher education institutions hereafter referred to as "departments"). These study team members represented all departments with positions in the Dental Care class series.

The study team was first assembled December 14, 2007, when the objectives and process for the study were reviewed with study team members. The primary study objectives were as follows:

- Address pay grade issues for the Dental Care class series;
- Identify any other issues in the Dental Care class series that should be reviewed along with the salary issues already identified.

The division does not receive published third-party survey data for either Dental Assistant (Dental Care I class) or Dental Hygienist (Dental Care IV class) from the local Colorado market. Mountain States Employer's Council (MSEC) was asked to complete a salary survey of private and public employers in the local Colorado market. In addition, pay range and average salary data has been available from the Central States Compensation Association (CSCA) for Dental Hygienist. The division uses a relationship analysis in order to ensure an appropriate comparison to salary and range data collected from organizations outside of the local Colorado labor market.

Individual placement of positions was not a purpose of this study; hence Position Description Questionnaires (PDQ's) were not collected and evaluated.

## **ISSUES AND FINDINGS**

The study team discussed and evaluated whether any issues, other than pay ranges, were prevalent. The study team discussed the possibility of abolishing classes. At the conclusion of the discussion, each level within the series was currently being used and at least one department or institution expressed the intent to continue to use each class in the series. No class in the Dental Care series will be abolished. In addition, no minimum qualifications, or any other class changes are recommended.

### **Pay Grades**

Using the available CSCA data, the findings indicated the pay range midpoint for the Dental Care IV class (Dental Hygienist) has been comparable in relation to CSCA respondents. For this study, the

division used a relationship analysis to compare Registered Nurse (market benchmark) and Dental Hygienist pay range midpoint values reported in the CSCA survey, to the same two occupations or classes (Dental Care IV and Nurse I) in Colorado state government's job evaluation system.

Using the most recent CSCA data, the relationship analysis indicated that the Dental Care IV pay range midpoint was slightly lower relative to CSCA respondents, however, still comparable. CSCA respondents' Dental Hygienist pay range midpoint was approximately 14.1% lower in relation to their Registered Nurse pay range midpoint; the State's Dental Care IV pay range midpoint is 17.7% lower in relation to Nurse I.

Although the division does not use actual salary comparisons with other states directly when determining proper pay grade assignment, average actual salary data is included as another factor in the overall analysis. Using the same CSCA data, respondent's Dental Hygienist average salary was 6% lower than their Registered Nurse average salary; the State's Dental Care IV average salary was 1.3% lower than the Nurse I average salary. This indicates that while the Dental Care IV pay range midpoint was slightly lower in relation to CSCA respondents, positions within the Dental Care IV class have higher salaries on average, in comparison to those same CSCA respondents.

In addition to the CSCA data, MSEC conducted a survey of the Colorado market in August 2007, which included public and private employers within the State of Colorado. The fully operational Dental Assistant (Dental Care I class) and fully operational Dental Hygienist (Dental Care IV class) were used as benchmarks. The table below represents the survey results in comparison to the State classes. The MSEC data suggests that the Dental Care I and IV salary ranges lag the local Colorado market.

	CO Midpoint	Market Midpoint	Difference
DENTAL CARE I	2474	2703	9.3%
DENTAL CARE IV	4026	5116	27.1%

The pay grades for each class within the Dental Care class series will be adjusted upward. The adjustment takes into account a number of factors outlined in the following paragraphs. The MSEC and CSCA market data are somewhat conflicting and in this case, emphasis is placed on the local MSEC Colorado market data. In addition, these upward adjustments should replace the need to use long-term non-base temporary pay differentials, as reported by two departments.

In addition to the MSEC and CSCA market data, the division also considers the current internal relationship between each class in the series. As only the Dental Care I and IV classes are benchmarks through the available survey sources, each class in the series must be adjusted accordingly. The Dental Care I through III classes are used for Dental Assistant position assignments. In order to keep the current internal relationship as close as possible for those three classes, while still adjusting the benchmark classes based on market data, the current internal relationship between the Dental Care I through III will remain intact (six grade difference between the Dental Care I and II and 10 grades between the Dental Care II and III). Thus, each of those classes will receive an upward adjustment of three pay grades or approximately 7.5%.

For the Dental Care IV and V classes, which are used for Dental Hygienist position assignments, the current internal relationship between those classes will also remain intact (six pay grade difference between the Dental Care IV and V).

Because the MSEC market data for the Dental Care IV suggests that class, along with the Dental Care V class, be adjusted at a greater amount than the Dental Care I through III, the internal relationship between the Dental Care III and IV will change. The current difference of four pay grades is recommended to change to a difference of eight pay grades.

The recommended upward grade change for the Dental Care IV and Dental Care V classes is seven pay grades or approximately 17.5%. Although the MSEC data showed the Dental Care IV to lag the market by 27.1%, the division is recommending only seven grades (17.5%) for three reasons.

1. The CSCA data suggests a conservative adjustment.
2. Turnover data suggests no retention issues at this time. For the last four fiscal years combined, only one employee has separated from the Dental Care IV and Dental Care V classes. Although there are typically four or less positions in those classes, that is still a relatively low sustained rate of turnover. Further, for FY 06-07 the turnover rate for the Dental Care IV and V classes was 0%.
3. An internal comparison with another class within the Health Care Services occupational group, Nurse I, suggests a conservative adjustment to the Dental Care IV class is appropriate. As stated earlier, the CSCA data indicates there is a 14.1% difference between other states' Registered Nurse and Dental Hygienist pay range midpoints. This means that on average, other states' Dental Hygienist pay range midpoint is 14.1% lower than their Nurse pay range midpoint. With the current Dental Care IV upward adjustment recommendation of seven grades (17.5%), this would change the internal relationship between the Nurse I and Dental Care IV pay range midpoints from 17.7% to 2.1%. In addition, as current market recruitment and retention conditions and issues are arguably more competitive for Nurses, the study team was not comfortable recommending an upward adjustment greater than seven grades.

Class Title	Code	Current Grade	Recommended Grade
DENTAL CARE I	C6Q1TX	C20	C23
DENTAL CARE II	C6Q2XX	C26	C29
DENTAL CARE III	C6Q3XX	C36	C39
DENTAL CARE IV	C6Q4XX	C40	C47
DENTAL CARE V	C6Q5XX	C46	C53

## MEET AND CONFER ON PROPOSED RESULTS

C.R.S. 24-50-104 (1) (b) requires the department to meet and confer with affected employees and employee organizations, if requested, regarding the proposed changes before they are implemented as final. The official notice of proposed changes (JEL 08-04), published on April 14, 2008, contained a deadline by which all "meet and confer" activity must be concluded in order to

implement the recommendations on July 1, 2009. In an effort to proactively facilitate this process, a public meeting was held on April 21, 2008, at 11:00 a.m., in room 110, at 1313 Sherman Street, in Denver. All comments related to the proposed changes were to be received by the division no later than close of business on April 28, 2008.

### **Meet and Confer Summary**

Three attendees were present for the meet and confer; one each from the Departments of Corrections and Human Services, and one from the CAPE/SEIU employee organization.

One comment received was that Hygiene schools are becoming rather expensive and graduate class sizes are shrinking, which is causing fear that the available labor pool will continue to shrink. That coupled with the difficulty Corrections and Human Services have recruiting new employees at certain facilities, made some attendees worry that the turnover picture may change, which could make it very difficult to fill some positions.

It was suggested that the pay grade adjustments published in the proposal were not enough. Two attendees suggested that the grades be adjusted higher for both the Dental Assistant and Dental Hygienist classes.

Two attendees relayed concern that the Nurse I class was used for comparison to the Dental Care IV. They felt that Nurse and Dental Hygienist were two separate and distinct occupations and should be treated differently. It was explained that the comparisons to Nurse were not direct comparisons. The Nurse I class was used in comparison to the CSCA data as a relationship analysis. Relationship analyses ensure that appropriate comparisons are made, as the division does not directly compare regional, national, or data from other states without some sort of economic and geographic assessment tool. The relationship analysis compares the relationship between two jobs, one of which is a strong market benchmark, not the actual salary or pay range values.

One attendee commented that because some of the State's Dental Assistants exercise expanded duties, the State should compensate those positions higher. It was explained that the Dental Care class series already has an advanced level for Dental Assistants at the Dental Care II level.

One attendee also thought that the difference between the Dental Care II and Dental Care III was too great. Four pay grades between an advanced/work lead level and a supervisory level is fairly common in the HCS occupational group and reflects a common supervisory differential.

### **FISCAL IMPACT FOR IMPLEMENTATION YEAR**

C.R.S. 24-50-104 (4) (b) requires the annual compensation survey report to reflect all adjustments necessary to maintain the compensation structure for the next fiscal year. Further, in accordance with Personnel Director's Administrative Procedures (Director's Rules), system maintenance studies are implemented on a "dollar-for-dollar" basis where an employee's current salary remains unchanged when a class is moved to a new grade. However, individual employee salaries that are below the new grade minimum are adjusted upward to the new grade minimum. Twelve employees in three departments (10 in Dental Care II and 2 in Dental Care III), out of a total 56 positions in five classes,

will have their salaries adjusted to new grade minimums, with a cost of approximately \$19,545. This cost estimate was calculated using data obtained from CPPS, CU, and CSU as of May 2008.

## **RECOMMENDATIONS**

### **I. Occupational Group**

No change. The Dental Care class series will remain in the Health Care Services Occupational Group.

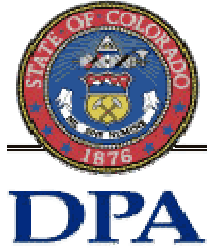
### **II. Class Descriptions**

There are no changes to the class descriptions other than the Class History section to show that this study was conducted and pay grades were changed.

### **III. Class Conversion and/or Placement**

There is no class conversion or class placement as a result of this study.





**STATE OF COLORADO**  
**CLASS SERIES DESCRIPTION**  
**July 1, 2009**

**DENTAL CARE**

C6Q1TX TO C6Q5XX

**DESCRIPTION OF OCCUPATIONAL WORK**

This class series uses five levels in the Health Care Services Occupational Group and describes clinical assistance, chair side assistance, or dental hygiene work in the field of dentistry. The work in this series ranges from providing assistance in the general treatment of the oral pathology of patients in both routine and emergency settings to preventive, therapeutic, educational, or consultative hygiene work.

Dental assistance may be provided in areas of diagnostic, preventive, restorative, periodontal, endodontal, oral surgery, and prosthetic procedures. Duties include taking, developing, and mounting x-rays; placing sealants and fluoride; mixing, placing, carving, and finishing restorative materials; administering and monitoring of Nitrous Oxide/Oxygen Conscious Analgesia/sedation under the direct supervision of a licensed dentist; assisting dentist during procedures; preparing materials and clinical areas using sterile techniques; preparing and positioning patients; administering designated dental care and treatment; and, using and maintaining dental equipment, instrument, and supplies.

Dental Hygienists perform such duties as cleaning calcareous deposits, accretions, and stains from teeth and beneath margins of gums using dental instruments; providing supportive periodontal treatment; feeling lymph nodes to detect swelling or tenderness that could indicate the presence of oral cancer; examining gums for sores and signs of disease; working with dentists in oral surgery by administering anesthesia, assisting with surgical procedures, and removing sutures and dressings; developing and providing instruction, written materials and advice on dental hygiene for other health care personnel, patients, parents or others. Per statute CRS 12-35-101 et. seq., licensure is required for positions performing dental hygiene work.. Some positions are assigned to security settings where they are also responsible for following policies and procedures to ensure the safety of themselves, patients and others.

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

**INDEX:** Dental Care I begins on page this page, Dental Care II begins on page 3, Dental Care III begins on page 4, Dental Care IV begins on page 5, and Dental Care V begins on page 6.

## **DENTAL CARE I**

C6Q1TX

### **CONCEPT OF CLASS**

This class describes the full-operating level dental assistant. Positions operate independently in performing the full range of dental support and chair side assistance tasks and problem solving. Positions follow established work procedures and operate within standard guidelines and alternatives.

### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the defined level as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation.

**Complexity** -- The nature of, and need for, analysis and judgment is prescribed as described here. Positions apply established, standard guidelines that cover work situations and alternatives. Action taken is based on learned, specific guidelines that permit little deviation or change as the task is repeated. Any alternatives to choose from are clearly right or wrong at each step.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication are for the purpose of exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

## **DENTAL CARE II**

C6Q2XX

### **CONCEPT OF CLASS**

This class describes the second-level dental technician. While the type of duties are similar to those performed at the lower level, the complexity of the job is different. The systems, operations, and processes are still established and defined but allow more flexibility and latitude in adapting practical approaches or routines for various situations. Not all circumstances are covered by established guidelines so positions must improvise solutions and alternatives. This class includes responsibility for training lower level technicians. Dental Care II differs from Dental Care I on Complexity, Purpose of Contact, and may differ on Line/Staff Authority.

### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the defined level as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation.

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study information to determine what it means and how it fits together in order to get practical solutions to problems. Guidelines in the form of standard operating procedures, methods, and techniques exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines that may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

**Purpose of Contact** -- The purpose of contacts with outside the supervisory chain, regardless of the method of communication, are for the purpose of detecting or discovering information or problems by interviewing or investigating where the issues or results of the contact are not known ahead of time.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor or work leader. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **OR**

The direct field of influence the work of a position has on the organization is as a work leader. The work leader is partially accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work leader include assigning tasks, monitoring progress and workflow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions made at higher levels, including signing leave requests and approving work hours. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **DENTAL CARE III**

C6Q3XX

### **CONCEPT OF CLASS**

This class describes the unit supervisor. The unit supervisor is responsible for the work product of three or more full-time equivalent positions including developing the work procedures for the unit. Dental Care III level differs from Dental Care II on Decision Making, Purpose of Contact and Line/Staff Authority.

### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices.

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study information to determine what it means and how it fits together in order to get practical solutions to problems. Guidelines in the form of standard operating procedures, methods, and techniques exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines, which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

### **DENTAL CARE IV**

C6Q4XX

#### **CONCEPT OF CLASS**

This level describes the full-operating dental hygienist. Positions operate independently in performing the full range of professional tasks. Work requires the use of discretion and creativity within limits of theory and principles of the profession; management's program objectives; law and regulations; and, general systems and guidelines. Judgment is used in the adaptation and skilled application of guidelines to solve the full range of problems related to the assignment. An employee in this class must anticipate and analyze the impact and consequences of decisions made. Positions may serve as a resource to others or a specialist in the professional field. This class differs from Dental Care III on Complexity and Line/Staff Authority. Some assignments will not move beyond this level.

#### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices.

**Complexity** -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **DENTAL CARE V**

C6Q5XX

#### **CONCEPT OF CLASS**

This class describes supervisory and administrative responsibility for the technical aspects of a dental clinic or lead work over dental hygienist positions. Dental Care V differs from the Dental Care IV on Decision Making and Line/Staff Authority.

#### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system.

**Complexity** -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **DENTAL CARE**

**July 1, 2009**

principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as a work leader or unit supervisor. The work leader is partially accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work leader include assigning tasks, monitoring progress and workflow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions made at higher levels, including signing leave requests and approving work hours. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

**OR**

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

### **ENTRANCE REQUIREMENTS**

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

### **CLASS SERIES HISTORY**

Effective 7/1/09 (TLE). Pay grades adjusted upward through system maintenance study. Published proposed 4/14/08.

Effective 7/1/01 (LLB). HCS Consolidation Study consolidated Dental Assistant (C3E) and Dental Hygienist (C3F). Draft published 2/21/01, proposed 5/10/01, and final 7/1/01.

**CLASS SERIES DESCRIPTION (Cont'd.)****DENTAL CARE****July 1, 2009**

Effective 3/1/96 (KLJ). Abolished Dental Hygienist III (C3F3). Published as proposed 11/17/95.

Effective 9/1/93 (KAS). Job Evaluation System Revision project. Converted Dental Assistant and Coordinator (A5201-4,7) to Dental Assistant (C3E). Converted Dental Hygienist (A5205) to Dental Hygienist I (C3F1). Created Dental Hygienist II (C3F2). Converted Dental Health Consultant (A5211) to Dental Hygienist III (C3F3).

Created 1/1/75. Dental Assistant (55201-4) and Dental Hygienist (55205).

**SUMMARY OF FACTOR RATINGS**

<b>Class Level</b>	<b>Decision Making</b>	<b>Complexity</b>	<b>Purpose of Contact</b>	<b>Line/Staff Authority</b>
Dental Care I	Defined	Prescribed	Exchange	Indiv. Contributor
Dental Care II	Defined	Patterned	Detect	Indiv. Contributor or Work Leader
Dental Care III	Operational	Patterned	Advise	Unit Supervisor
Dental Care IV	Operational	Formulative	Advise	Indiv. Contributor
Dental Care V	Process	Formulative	Advise	Work Leader or Unit Supervisor

ISSUING AUTHORITY: Colorado Department of Personnel/General Support Services